

Utah's Division of Child and Family Services

# Northern Region Report

## Qualitative Case Review Findings

Review Conducted

January 23 - 26, 2017

February 27 - March 02, 2017

*A Report by*

*The Office of Services Review*

utah department of  
**human** services

# I. Introduction

The total number of cases reviewed in FY17 was 40 cases. Reviews were conducted during the weeks of January 23-26 and February 27 – March 02, 2017.

Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties. Reviewers included individuals from the following organizations and agencies:

- Department of Human Services
- Prevent Child Abuse Utah
- Utah Attorney General's office
- Adoption Exchange
- Quality Improvement Committee
- Davis County School District
- University of Utah
- Salt Lake County Youth Services

The 40 cases were randomly selected for the Northern Region review. The case sample included 30 foster care cases and 10 in-home cases. All five offices in the region had cases selected as part of the random sample, which included the Bountiful, Brigham City, Clearfield, Logan, and Ogden offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on August 10<sup>th</sup>, 2017 in an exit conference to review the results of the region's QCR. Scores and data analysis were reviewed with the region.

## II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review interviews key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. As of September 2015, stakeholder interviews were structured to incorporate elements from the Federal Child and Family Services Review-Stakeholder Interview Guide. The actual guide can be found at [https://training.cfsrportal.org/resources/3105#Stakeholder Interview Guide](https://training.cfsrportal.org/resources/3105#Stakeholder%20Interview%20Guide). On February 06<sup>th</sup>, 2017, members of OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff interviewed included the Regional Director, region administrators, supervisors, caseworkers, clinical staff and foster parents. Community partners interviewed included representatives from the 2<sup>nd</sup> district juvenile court (judge) Assistant Attorney General office, office of the Guardian ad Litem, Brigham City Family Support Center/Peer Parenting, New Hope Domestic Violence services, . Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

### Section I- State Automated Child Welfare Information System (SAFE)

- No information was requested or collected for this section.

### Section II- Case Review System

- Parents participate in the development of their plan, particularly when present in the Child and Family Team meeting, where the plan is discussed. Some barriers to involving the parent exist when the parent is out-of-state or is incarcerated (depending on the facility- Farmington Bay works better than Weber County Jail). In some instances the courts will make orders for specific services prior to the completion of formal assessments which can sometimes circumvent to parents and team from developing a plan and instead are compelled to use the order as the plan. In order to minimize the tendency to have the court make orders prior to completion of the formal assessment, the calendar so that the disposition and adjudication are 30 days apart. Some groups noted that once the initial plan is developed, subsequent plans are rarely modified therefore parents are missing opportunities to contribute to updated plans.
- Court reviews are happening in a timely manner. All stakeholders report that all reviews are occurring at least every 6 months but most reviews are occurring every 90 days. It seems that nearly all parties prefer more frequent court reviews rather than waiting to have them when required.
- Permanency hearings are occurring at the 12<sup>th</sup> month of the case. Reunification services are occasionally extended beyond the 12<sup>th</sup> month, but the likelihood of an extension being granted varies from judge to judge. When an extension is granted, the most typical basis for the extension is the parent becoming involved late in the 12 month timeframe.
- The filing for Termination of Parental Rights is occurring when the circumstances are appropriate. When necessary and appropriate, permanency goals are changed from

reunification at the permanency hearing. The petition for termination of parental rights is then filed within 45 days of the permanency hearing. It is difficult to file for TPR when the child is in custody due to no-fault of the parent.

- There is no formal procedure for notifying foster parents of upcoming hearings. The most common practice for providing notification to foster parents occurs in the Child and Family Team Meeting where all parties are informed about upcoming hearings. If the foster parent attends the hearing, they are present when future hearings are scheduled. Some foster parents were instructed by agency staff that they were not needed at court.
- The courts in Box Elder, Cache, Davis and Weber Counties are all inconsistent about acknowledging the presence of the foster parent. Some judges are more diligent about this than others. The Guardian ad Litem in Bodis pretty insistent about getting all parties to introduce themselves for the record.

### Section III- Quality Assurance System

- Staff are aware of quality assurance efforts within the region. Most QA efforts pertain to Case Process Review and Qualitative Case Review. Some supervisors are better than others when setting clear performance and practice expectations. Staff report that the prompts and action items that come from SAFE (SACWIS) are helpful. Some front-line staff report they are not sure about the standards and expectations for practice but supervisors report they know and share the information. Staff can be frustrated about meeting performance standards on things were are out of their control.
- Some performance reports are generated and shared with staff. Supervisor are more familiar and comfortable using the reports than front line staff. There was an SDM performance report that was particularly useful to staff but this report has not been useful since.
- The use of periodic case reviews by the supervisor is applied inconsistently depending on the supervisor. However supervisors report that QA tools are useful but are a low priority compared to other duties.
- Community partners and outside stakeholders have limited awareness of the local QA efforts. Some community partners see the DCFS QA effort as being compliance oriented.

### Section IV- Staff and Provider Training

- Staff have different training experiences depending on their hire date and the model that was utilized at the time. Some staff spent more time in the classroom at first followed by more field experience later. Other staff spent a balanced amount of time in the classroom and the field. Each person has their preference and both have advantages and disadvantages. But it seems like the preference was slanted more towards the balanced classroom and field experience. The balanced training schedule is the method that is currently being used. Staff also reported that the SAFE training was less helpful when they had no cases to apply what they learned. Most staff reported that the training was useful in preparing them for the job.

- Most staff benefited from having a mentoring experience, where they were paired with an experienced worker in the initial stages of the employment. The mentoring experience is deemed a critical component of developing the skills of new staff. One of the judges noted that new staff are spending more time sitting in the court room just to observe the proceedings.
- The regional training manager and team were praised by front line staff and supervisors for their efforts to train and support the workforce. Trainers meet with supervisors and new employee at periodic intervals during the employees first year to track progress.
- Veteran staff are provided with opportunities to receive training based on emerging needs and initiatives. However, legal partners perceive that some staff struggle with legal terms and procedures, such as understanding how develop appropriate recommendations for a Permanency hearing when reunification services should be terminated. Legal partners are willing to provide training to staff, but in the past this training has focused on helping workers understand court room procedures so that staff anxiety associated with the court room might be reduced.
- New foster parent training is provided by the Utah Foster Care Foundation trainer. The training is helpful. The trainer uses worse-case examples in the training which prepares foster parents for what might happen. Most foster parents are relieved when it turns to be better than described, nevertheless some report that the worse-case scenarios do exist and were better prepared because of the training.
- For seasoned foster parents, in-service training opportunities are coordinated by both the Utah Foster Care Foundation and the Resource Family Consultant team. The foster cluster groups in the region provide great training opportunities so that foster parents can meet the requirement for annual training hours. Foster parents also attend various conferences such as the Symposium in Heber, or the Adoption Conference in Sandy. The periodic publication of the Foster Roster also provides training opportunities for foster parents. Foster parents have also developed social media connections where training and support can be circulated. Training hours are tracked by both the Utah Foster Care Foundation and the agency Resource Family Consultant worker.

#### Section V- Service Array and Service Development

- Rural areas in Box Elder and Cache Counties have fewer resources. Some of the more urgent deficits include; housing, public transportation, Medicaid providers, parenting instruction, and readily available drug testing centers.
- There is a lack of a full array of mental health services for youth in Davis County. Davis Behavioral health is limiting future appointment to the next two which can keep therapist from blocking of large segments of their schedule for clients who fail to keep an appointment. However, it has made it difficult for clients to be able to get into a routine where they can count on seeing the therapist at the same time each week.
- There are no services for Domestic Violence in Weber County.

- There are limited inpatient drug treatment programs in Davis and Weber Counties and there is a need expand these programs. There is not much in-home mental health treatment offered anywhere in the region.
- It was noted that the programs and services that are provided within the region, are very good.
- One resource that has recently started in the region and is operating in Weber and Box Elder Counties is Utah Behavior Services. Staff report this will be a real benefit to the community.

#### Section VI- Agency Responsiveness to Community

- Services to individuals with limited cognitive capacity are available but limited. The Northern Region has a long-established history of working well for clients who can be dually served by Child and Family Services as well as the Division of Services for Persons with Disabilities. Other regions are attempting to duplicate this model.
- The region has a Indian Child Welfare Act expert but also utilize the expert at the state office.
- Staff who are fluent with a second language tend to get assigned cases accordingly. These staff also get approached frequently by co-workers to assist in communicating. Each office in the region has at least one worker who can speak Spanish.
- Community partners and providers are pleased with the working relationship with the agency. Regional Administrators are willing collaborators. The legal partners and the agency administrative team meet monthly to address emerging issues.

#### Section VII- Foster and Adoptive Parent Licensing, Recruitment and Retention

- There is always a need for more foster home, including homes willing to take children regardless of age or permanency goal or larger sibling groups.
- Background checks are consistently occurring prior to placement.
- Foster homes licensed by the state are highly prized by staff.
- Resource Family Consultants are a great support for foster parents. Most of the RFCs have more experience and an excellent resource when the caseworker may not have an answer to a question.
- There are various means by which foster parents were recruited. Some saw billboards or heard public service announcements while others were recruited by an acquaintance who was already involved.
- Most but not all foster parents were satisfied with their licensor and the licensing experience.
- Foster parents report that the requirement to provide proof of immunization for all occupants of the home has proven to be a greater burden than they expected.

#### Miscellaneous

- The deployment of webSAFE has most staff excited about what they are seeing. But there are some issues during the transitional period as staff find it difficult to toggle

between classic SAFE and web SAFE. However, some of the legal partners are less enthralled. Legal partners were also concerned with the implementation of the use of the state's email encryption features.

- The region has noted that an intern who is hired by the agency is more like to remain with the agency longer than an applicant who comes in without any interaction with the agency prior to starting.
- Family Team Meetings are generally pretty good but the quality of facilitation varies from caseworker to caseworker. Most partners report that the staff are pretty accommodating when someone requests a Family Team Meeting. Partners noted that when the next Family Team Meeting is scheduled at the conclusion of the current Family Team Meeting, team members are able to get this on their calendar which minimizes conflicts and promotes attendance. Some partners still feel like there are times when convening a professional staffing are warranted over a Family Team Meeting. It was reported that some proctor agencies are instructed their proctor parents not to attend Family Team Meetings.
- Foster parents reported that the Fostering Healthy Children team was very helpful.
- There is a concern that some proctor agencies are moving children within their network of homes, without consulting the caseworker or the team.
- The Structured Decision Making tools are gaining popularity among legal partners.
- There is still a concern for the amount of turnover of staff.
- The agency and courts concerted efforts to place children with relatives whenever possible.
- The region has put together an advisory committee to review cases where formal assessments may be indicated by the UFACET.
- The region has assembled a permanency committee to review cases involving children who have been in custody for more than two years.
- The region has a committee who is monitoring children who have been placed in high costs placements for extended periods of time. The committee monitors the provision of services and the progress of the youth.
- The region invested in updating technology for staff but the deployment of hardware was extremely lengthy and frustrating.
- The region is also embarking on an initiative in CPS. Strategies include closing cases quicker, more frequent contacts between the CPS worker and the family, use of Motivational interviewing techniques, and tracking the case through key milestones.
- One key fact the region was particularly proud of was that the number of children in foster care this month dropped below the 700 total.

### III. Child and Family Status, System Performance, Analysis, and Trends

The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:












- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.



## Child and Family Status Indicators

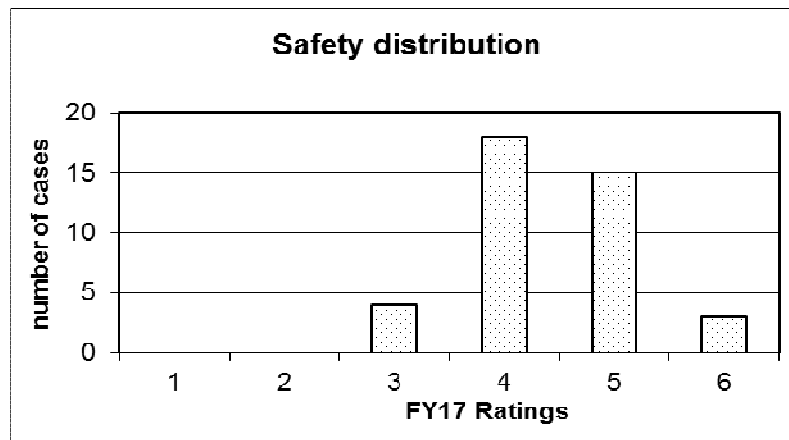
### Overall Status

Northern Region	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY13	FY14	FY15	FY16	FY17 Current Scores
			Standard: 85% on overall score					
Safety	36	4		94%	100%	90%	95%	90%
Child Safe from Others	39	1		100%	100%	95%	100%	98%
Child Risk to Self or Others	37	3		94%	100%	95%	95%	93%
Stability	32	8		89%	83%	83%	88%	80%
Prospect for Permanence	23	17		60%	71%	73%	85%	58%
Health/Physical Well-being	38	2		100%	97%	98%	100%	95%
Emot./Behavioral Well-being	35	5		83%	91%	93%	90%	88%
Learning	36	4		97%	94%	98%	88%	90%
Family Connections	14	0		87%	94%	95%	90%	100%
Satisfaction	35	4		80%	91%	85%	85%	90%
<b>Overall Score</b>	<b>34</b>	<b>6</b>		<b>94%</b>	<b>97%</b>	<b>90%</b>	<b>90%</b>	<b>85%</b>
			0% 20% 40% 60% 80% 100%					

## Safety

**Summative Questions:** Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

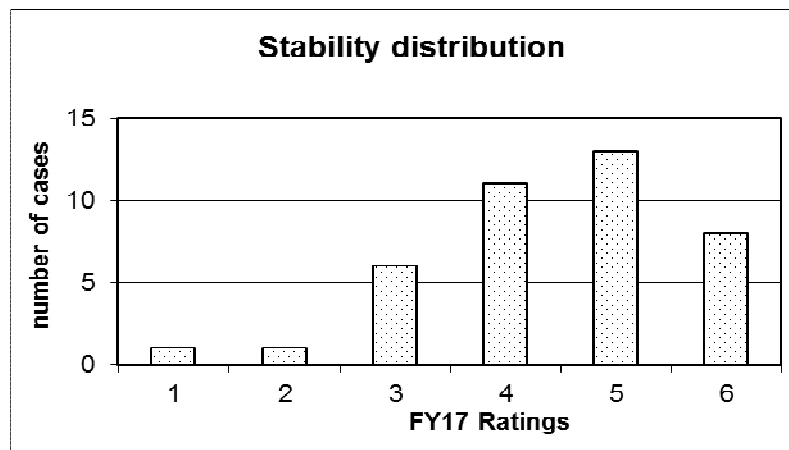
**Findings:** 90% of cases reviewed were in the acceptable range (4-6). This is a five point decrease from last year's score of 95%. Out of the 40 cases reviewed, four had unacceptable safety; three of which failed safety due to the Child's Risk to Self or Others.



## Stability

**Summative Questions:** Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

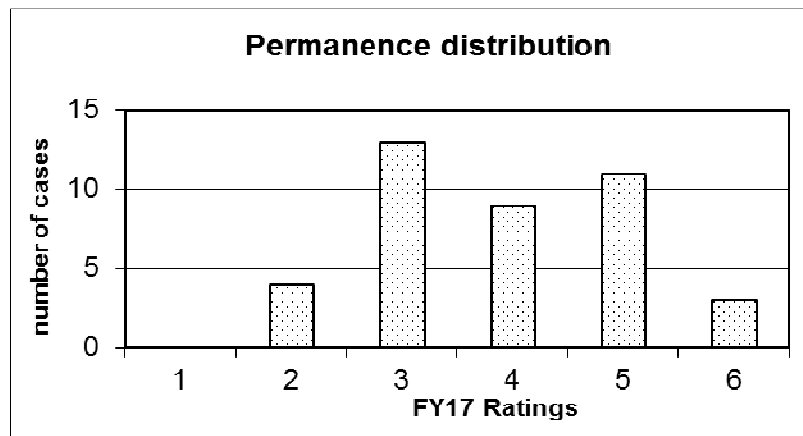
**Findings:** 80% of cases reviewed were in the acceptable range (4-6). There is a decrease from last year's score of 88%.



## Prospects for Permanence

**Summative Questions:** Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

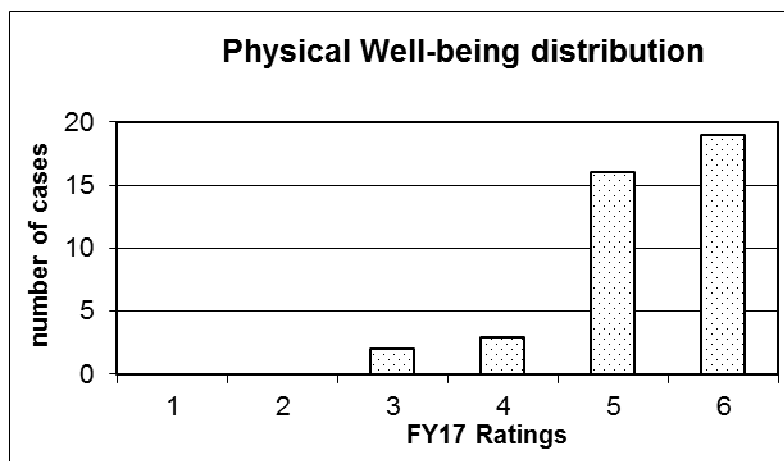
**Findings:** 58% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 85%.



## Health/Physical Well-Being

**Summative Questions:** Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

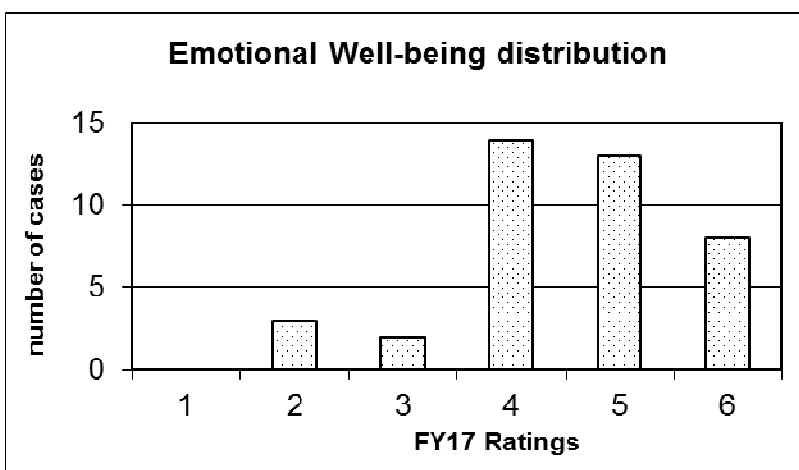
**Findings:** 95% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year's score of 100%



## Emotional/Behavioral Well-Being

**Summative Questions:** Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

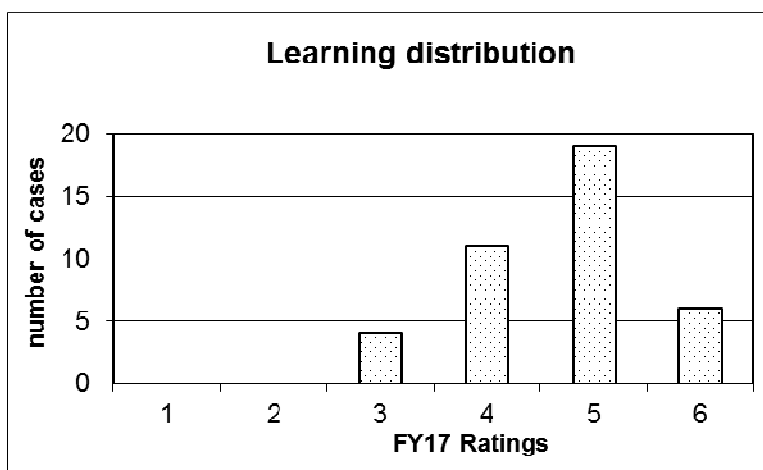
**Findings:** 88% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score of 90%.



## Learning Progress

**Summative Question:** (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? (Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.)

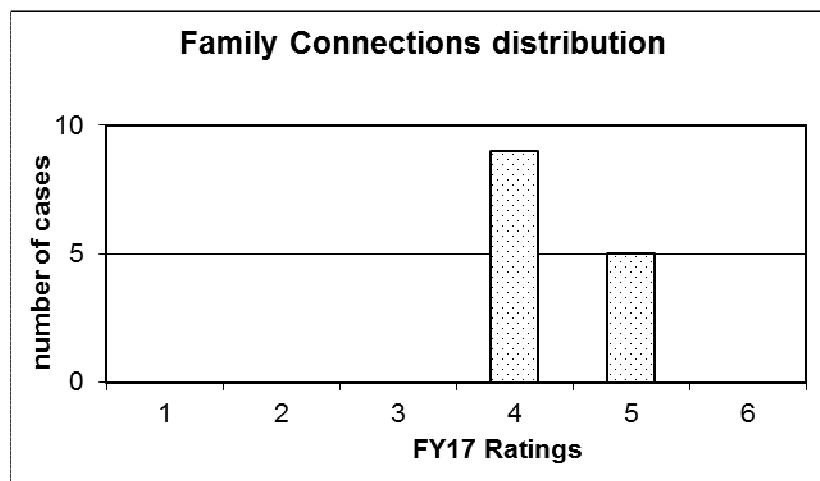
**Findings:** 90% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 88%.



## Family Connections

**Summative Question:** While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

**Findings:** 100% of cases scored acceptable on Overall Family Connections. This is an increase from last year's score of 90%. This indicator measures whether or not the relationship between the child and the Mother, Father, Siblings, and Other important family members is being maintained. The score for Others was 100% on two cases. The score for Mothers was 92% and Fathers was 88%. The score for Siblings was 75%.

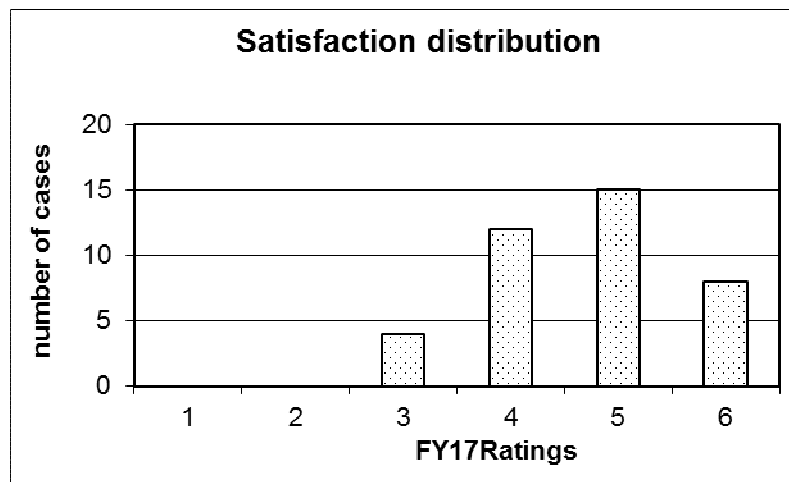


Family Connections			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Overall Connections	14	0	100%
Sibling	3	1	75%
Mother	12	1	92%
Father	7	1	88%
Other	2	0	100%

## Satisfaction

**Summative Question:** Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

**Findings:** 90% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is an increase from last year's score. Reviewers rated the satisfaction of Children, Mothers, Fathers, Caregivers and Others. Scores for the individual parties ranged from 100% for Children to 69% for Fathers.

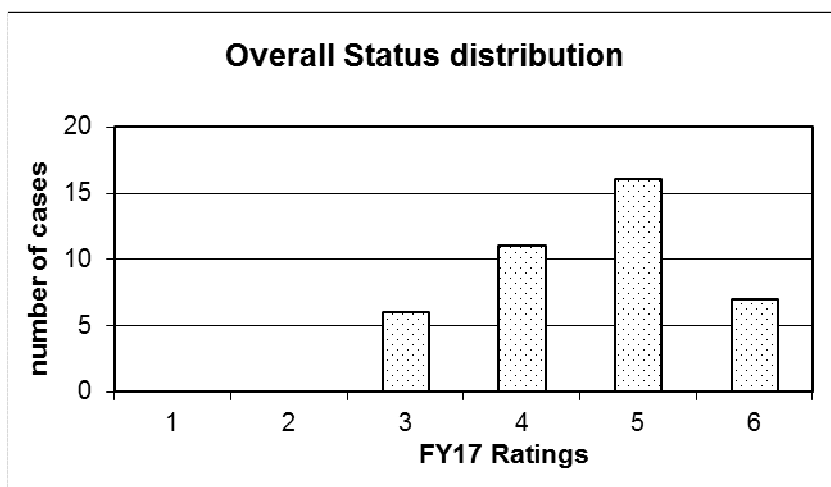


Satisfaction			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Satisfaction	35	4	90%
Child	15	0	100%
Mother	19	3	86%
Father	11	5	69%
Caregiver	23	1	96%
Other	3	1	75%

## Overall Child and Family Status

**Summative Questions:** Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

**Findings:** 85% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year’s score of 90% but meets the standard of 85% for overall Status.







## System Performance Indicators

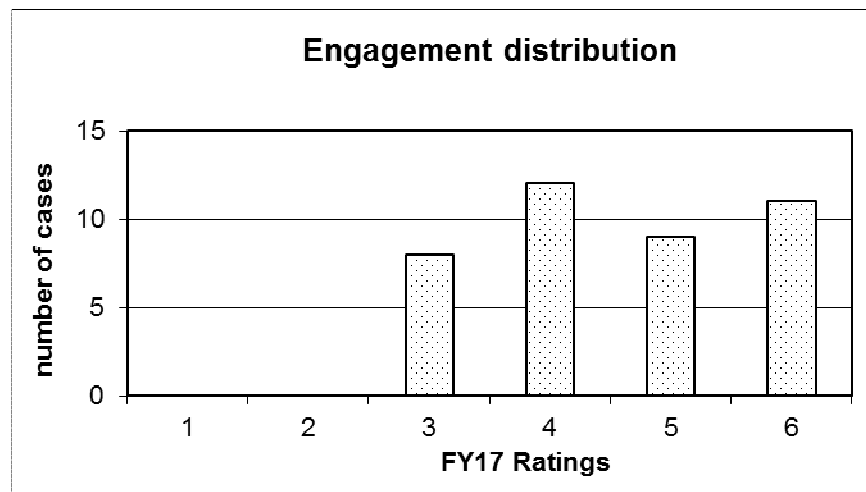
### Overall System

Northern Region System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators		FY13	FY14	FY15	FY16	FY17 Current Scores
			Standard: 85% on overall score						
Engagement	32	8	<div><div>80%</div></div>		94%	86%	90%	88%	80%
Teaming	26	14	<div><div>65%</div></div>		69%	74%	73%	65%	65%
Assessment	30	10	<div><div>75%</div></div>		83%	77%	80%	95%	75%
Long-term View	25	15	<div><div>63%</div></div>		63%	80%	65%	83%	63%
Child & Family Plan	30	10	<div><div>75%</div></div>		77%	80%	75%	73%	75%
Intervention Adequacy	32	8	<div><div>80%</div></div>		89%	89%	90%	88%	80%
Tracking & Adapting	35	5	<div><div>88%</div></div>		83%	89%	93%	93%	88%
Overall Score	32	8	<div><div>80%</div></div>		86%	94%	90%	90%	80%
0% 20% 40% 60% 80% 100%									

## Child and Family Engagement

**Summative Questions:** Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

**Findings:** 80% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 88% but above standard. Separate scores were given for Child, Mother, Father, Other and Caregiver. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 93% for the Child to 20% for Others.

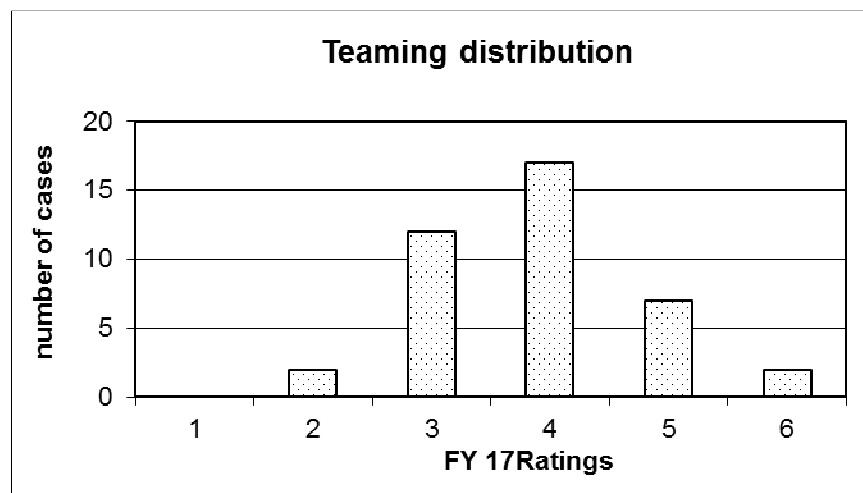


Engagement			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Overall Engagement	32	8	80%
Child	26	2	93%
Mother	18	7	72%
Father	11	6	65%
Other	1	4	20%

## Child and Family Teaming

**Summative Questions:** Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

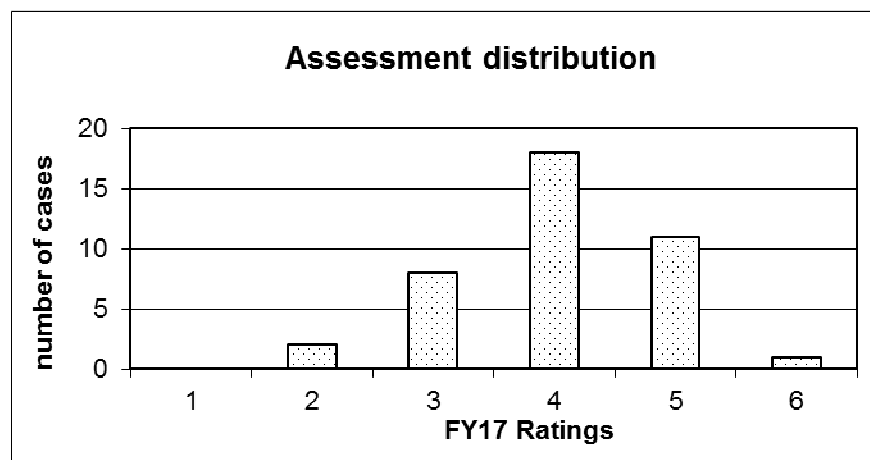
**Findings:** 65% of cases reviewed were within the acceptable range (4-6). This is the same as last year's score of 65% and is below standard.



## Child and Family Assessment

**Summative Questions:** Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

**Findings:** 75% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year’s score of 95% but is above standard. Individual scores were given for this indicator. Scores ranged from a high of 96% for the Caregivers to a low of 61% for Fathers.

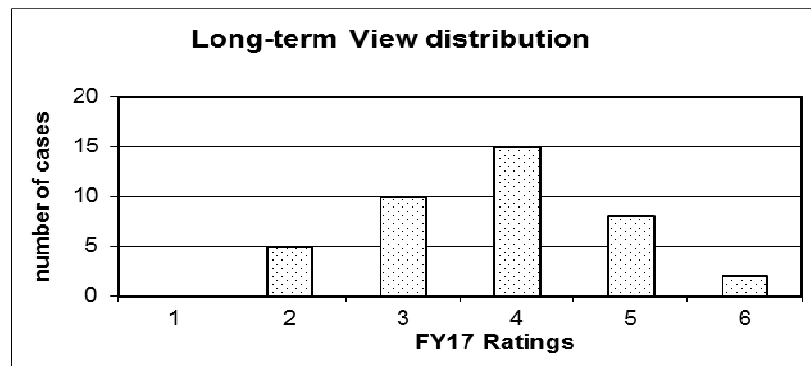


Assessment			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Overall Assessment	30	10	75%
Child	34	6	85%
Mother	19	7	73%
Father	11	7	61%
Caregiver	22	1	96%
Other	4	1	80%

## Long-term View

**Summative Questions:** Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

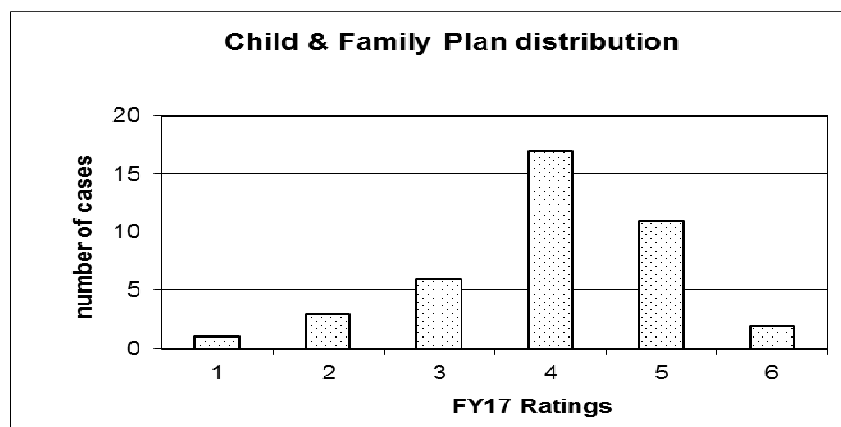
**Findings:** 63% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 83% and is below the standard of 70%.



## Child and Family Plan

**Summative Questions:** Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

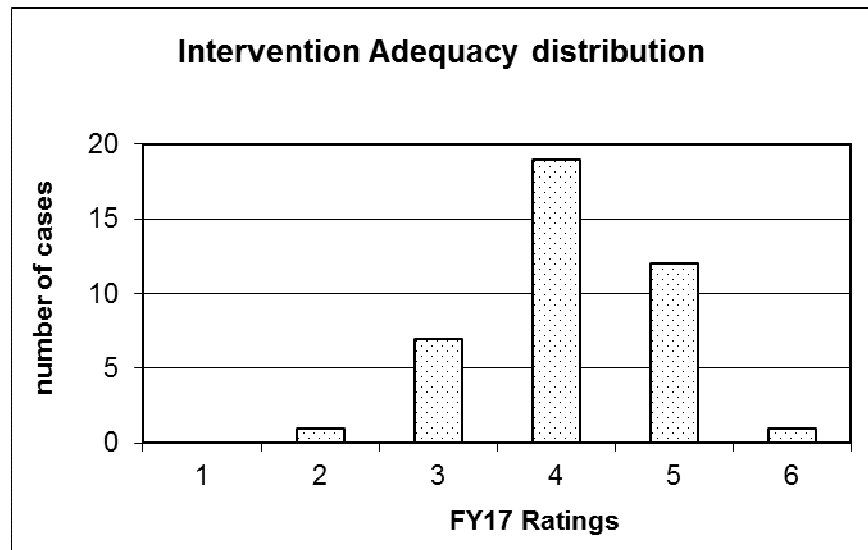
**Findings:** 75% of cases reviewed were within the acceptable range (4-6). This is a modest increase from last year's score of 73% and above standard.



## Intervention Adequacy

**Summative Questions:** To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

**Findings:** 80% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score or 88% but above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from a high of 92% for Caregivers to 75% for Others.

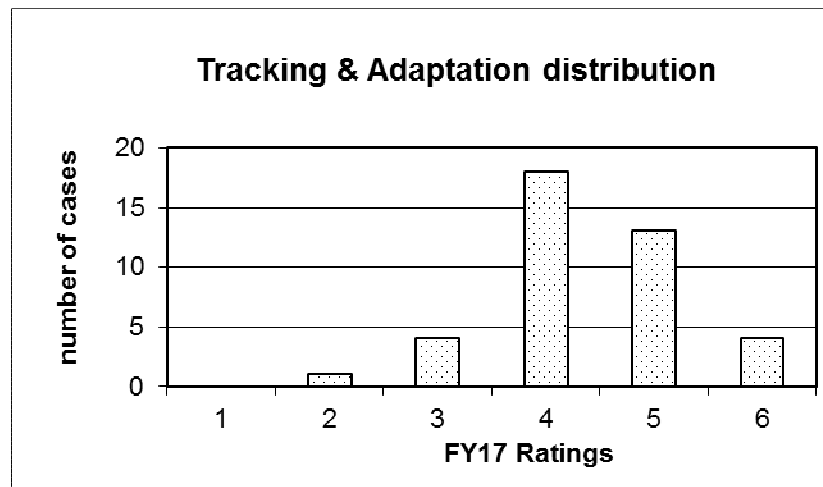


Intervention Adequacy			
	# of Cases (+)	# of Cases (-)	FY17 Scores
Overall Intervention Adequacy	32	8	80%
Child	32	8	80%
Mother	18	5	78%
Father	11	3	79%
Caregiver	22	2	92%
Other	3	1	75%

## Tracking and Adaptation

**Summative Questions:** Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

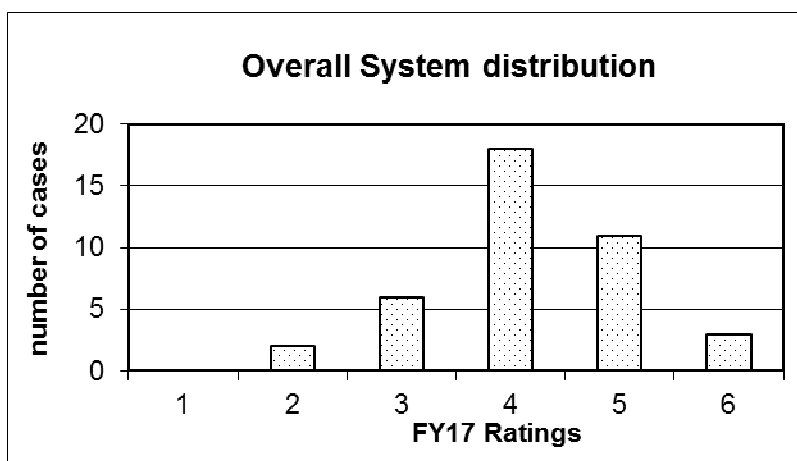
**Findings:** 88% of cases reviewed were in the acceptable range (4-6). There is a decrease from last year's score of 93% but well above standard.



## Overall System Performance

**Summative Questions:** Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

**Findings:** 80% of cases reviewed were within the acceptable range (4-6). The Overall System Performance score decreased from last year's score and is below the standard of 85% for Overall System performance.





## IV. Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: Child and Family status acceptable, System Performance acceptable
- Outcome 2: Child and Family status unacceptable, System Performance acceptable
- Outcome 3: Child and Family status acceptable, System Performance unacceptable
- Outcome 4: Child and Family status unacceptable, System Performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2.)

The outcome matrix for children and families reviewed during the Northern Region review indicates that 70% of the cases had acceptable ratings on both Child Status and System Performance. There were two cases that rated unacceptable on both Child Status and System Performance.

	Favorable Status of Child	Unfavorable Status of Child	
Acceptable System Performance	<b>Outcome 1</b> Good status for the child, agency services presently acceptable.  n= 28 70%	<b>Outcome 2</b> Poor status for the child, agency services minimally acceptable but limited in reach or efficacy.  n= 4 10%	80%
Unacceptable System Performance	<b>Outcome 3</b> Good status for the child, agency Mixed or presently unacceptable.  n= 6 20%	<b>Outcome 4</b> Poor status for the child, agency presently unacceptable.  n= 2 10%	30%
	90%	20%	

## V. Analysis of the Data

### RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. Highlighted scores show factors by indicator, which were below the standard. Teaming and Long-term View were the only indicators, which were below the standard and will be the subject of a regional Practice Improvement Plan. Therefore, Teaming and Long-term View will be of particular importance in the following tables.

Teaming performed better on foster care cases than In-home services cases. In fact foster care cases met the standard on Teaming. When combining the PSS and PSC case types together only half the case In-home cases performed adequately on Teaming. However, PSS cases significantly out-performed SCF cases.

Case Type		# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care	SCF	30	90%	43%	83%	80%	70%	73%	57%	77%	83%	90%	83%
In-Home	PSS	9	89%	100%	89%	78%	56%	78%	78%	67%	67%	78%	67%
In-Home	PSC	1	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” Three of the 40 cases in the sample are reported to have entered services due to delinquency rather than abuse or neglect. There are too few delinquency cases to infer anything about how this case factor impacts practice.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	3	0%	0%	33%	67%
Non-Delinquency	37	86%	62%	89%	81%

## RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. Five of the six different Permanency Goal types were represented in the case sample as there were no cases with a goal type of Guardianship with Relative. Cases with a goal of Adoption was the only goal type to exceed the standard. There were eight cases with a goal type of adoption, and all eight case had acceptable teaming. All other case types represented in the same did not meet the standard.

Only cases with a goal type of Remain home met the standard on Long-term View. This is consistent with the table which indicated that In-home cases were the best performing case type since remain home is the most common goal type selected on In-home cases.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	8	100%	38%	88%	88%	100%	75%	50%	88%	100%	88%	88%
Guardianship (Non-Rel)	1	0%	0%	0%	100%	0%	0%	0%	100%	0%	100%	0%
Guardianship (Relative)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Individualized Perm.	2	50%	0%	50%	50%	50%	50%	50%	100%	100%	100%	50%
Remain Home	8	88%	100%	88%	88%	50%	88%	75%	75%	63%	88%	75%
Reunification	21	95%	57%	90%	76%	62%	76%	67%	67%	81%	86%	86%

## RESULTS BY CASEWORKER DEMOGRAPHICS

### Caseload

The following table compares how caseload affected some key child status and core system performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. The case sample shows that 90% of the caseworkers have caseloads of 16 cases or less (38 of 40 workers). This data suggests that there are very few workers in the sample with a high caseload. Since the vast majority of workers fall into one category there is insufficient data in the high caseload category to make any comparative analysis.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	38	89%	55%	84%	82%	66%	76%	61%	76%	82%	87%	82%
17 cases or more	2	100%	100%	100%	50%	50%	50%	100%	50%	50%	100%	50%

## Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. There is no obvious pattern pertaining to Teaming scores between the various cohorts of workers with differing years of experience. It might be reasonable to assume that newer staff might struggle with executing the concepts of certain practice principles such as teaming, however this table suggests that the newest staff tended to perform better or as well as any other group of experienced workers.

The pattern with Long-term View is equally difficult to draw any conclusions from, since nearly all groups (except 24-36 months) struggled with meeting the standard.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	5	80%	60%	80%	100%	80%	100%	60%	80%	60%	100%	100%
12 to 24 months	12	83%	50%	75%	58%	50%	67%	58%	83%	75%	83%	67%
24 to 36 months	5	80%	80%	80%	100%	80%	100%	100%	80%	80%	100%	100%
36 to 48 months	4	100%	50%	100%	75%	100%	50%	50%	50%	75%	75%	50%
48 to 60 months	3	100%	33%	100%	67%	0%	100%	33%	33%	100%	100%	67%
60 to 72 months	2	100%	50%	100%	100%	100%	50%	50%	100%	100%	100%	100%
More than 72 months	9	100%	67%	89%	89%	67%	67%	67%	78%	89%	78%	89%

## RESULTS BY OFFICE

The following table compares how offices within the region performed on some key child status and system performance indicators. Cases from all five offices in the Northern Region were selected as part of the sample. All offices except Brigham City performed below the standard on Teaming. Brigham City performed at 100% on the three cases that were in the sample. Bountiful and Ogden were the only two office to meet the standard on Long-term View.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Bountiful	5	80%	60%	60%	100%	60%	80%	80%	80%	80%	100%	80%
Brigham City	3	100%	67%	100%	100%	100%	67%	67%	67%	100%	67%	67%
Clearfield	6	100%	50%	83%	50%	50%	67%	33%	83%	67%	83%	50%
Logan	6	100%	50%	100%	67%	67%	50%	50%	50%	83%	67%	67%
Ogden	20	85%	60%	85%	85%	65%	85%	70%	80%	80%	95%	95%

## RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. The scores on Stability were close for all age ranges except 13 to 15 years of age. This group scored poorly on both Prospects for Permanence and Stability Indicators, and Overall Child Status, and Overall System Standard (85%). The 6-12 age group also performed poorly on Prospects for Permanency.

AGE	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
0-5 Years	13	92%	85%	85%	85%
6-12 Years	14	86%	57%	93%	100%
13-15 Years	8	75%	38%	88%	50%
16+ Years	5	92%	85%	85%	85%

## VI. System Core Indicators and Trends

Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 15 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Northern region's score on Overall System Performance remained at 90%, which is above standard. Two of the seven System Performance indicators improved. All System Indicator scores were above standard except Teaming.

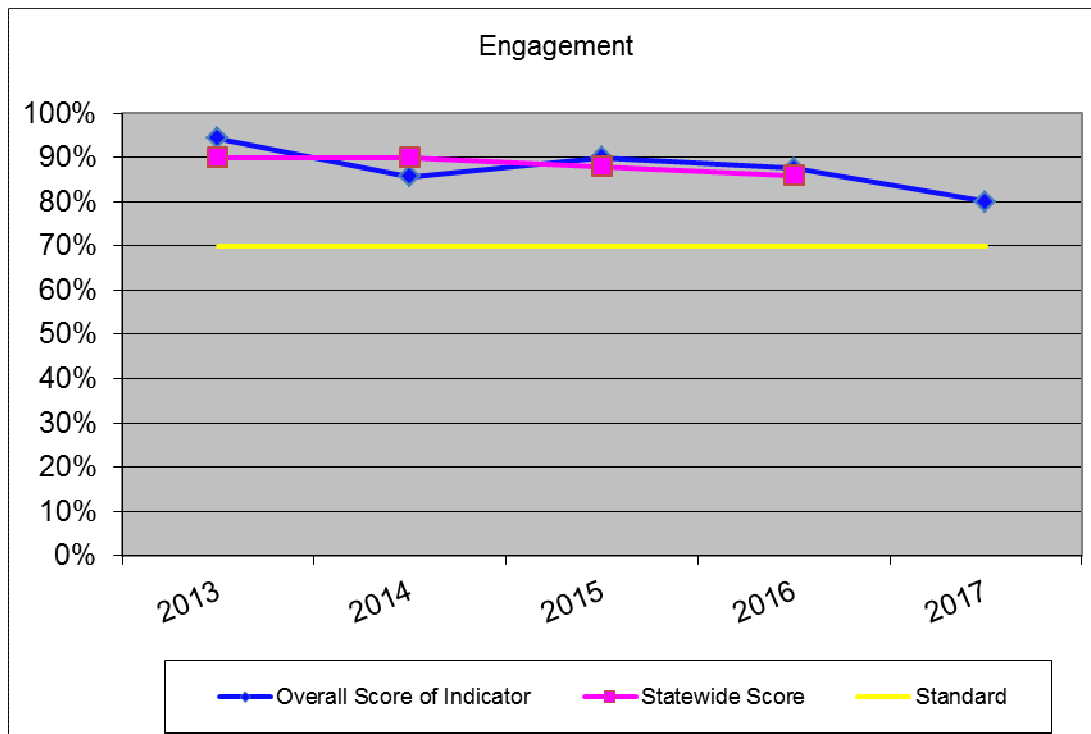
## Child and Family Engagement Trends

The average score for the Engagement indicator **remained the same** as last year. The average score for the Engagement indicator matched the **high** score of all scores during the five-year period.

The overall percentage score for the Engagement indicator **decreased** from last year. The overall Engagement score is the **lowest** of all score over the five-year period. The Engagement score was **above** the standard this year.

The regional overall score for the Engagement indicator **was lower** than the FY16 statewide score for this indicator

Engagement					
	2013	2014	2015	2016	2017
Average Score of Indicator	4.46	4.37	4.38	4.58	4.58
Overall Score of Indicator	94%	86%	90%	88%	80%
Statewide Score	90%	90%	88%	86%	





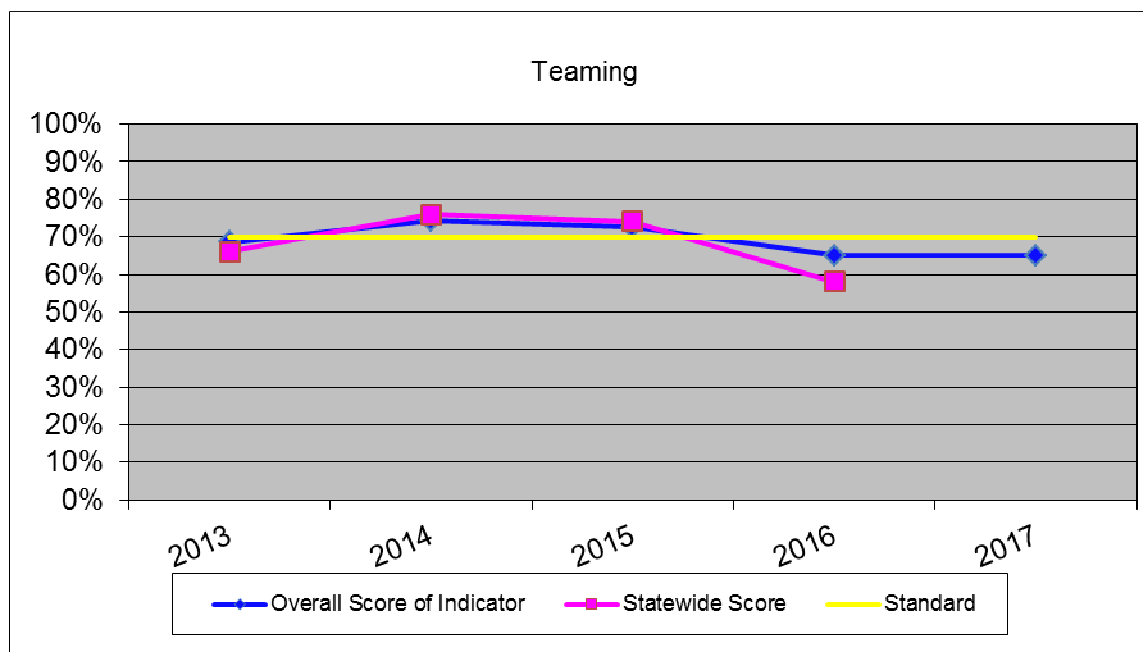
## Teaming Trends

The average score for the Teaming indicator **remained the same** as last year. The average score for the Teaming indicator is the **lowest** score during the five-year period.

The overall percentage score for the Teaming indicator **remained the same** as last year. The overall Teaming score was the **lowest** score during the five-year period. The Teaming score was **below** the standard this year.

The regional overall score for the Teaming indicator was **above** the FY16 statewide score for this indicator.

Teaming					
	2013	2014	2015	2016	2017
Average Score of Indicator	3.89	4.00	4.03	3.88	3.88
Overall Score of Indicator	69%	74%	73%	65%	65%
Statewide Score	66%	76%	74%	58%	



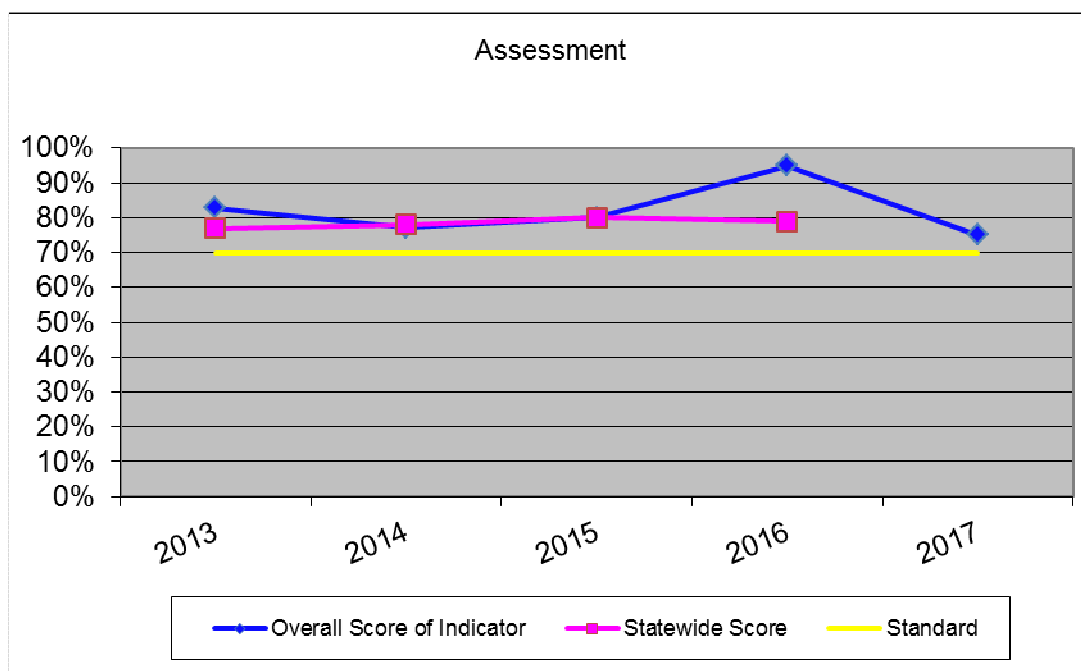
## Child and Family Assessment Trends

The average score for the Assessment indicator **decreased** from last year. The average score for the Assessment indicator matched the **lowest** of all scores during the five-year period.

The overall percentage score for the Assessment indicator **decreased** from last year. The overall Assessment score was the **lowest** of all scores over the five-year period. The Assessment score was **above** the standard this year.

The regional overall score for the Assessment indicator was **below** the FY16 statewide score for this indicator.

Assessment					
	2013	2014	2015	2016	2017
Average Score of Indicator	4.14	4.14	4.03	4.30	4.03
Overall Score of Indicator	83%	77%	80%	95%	75%
Statewide Score	77%	78%	80%	79%	



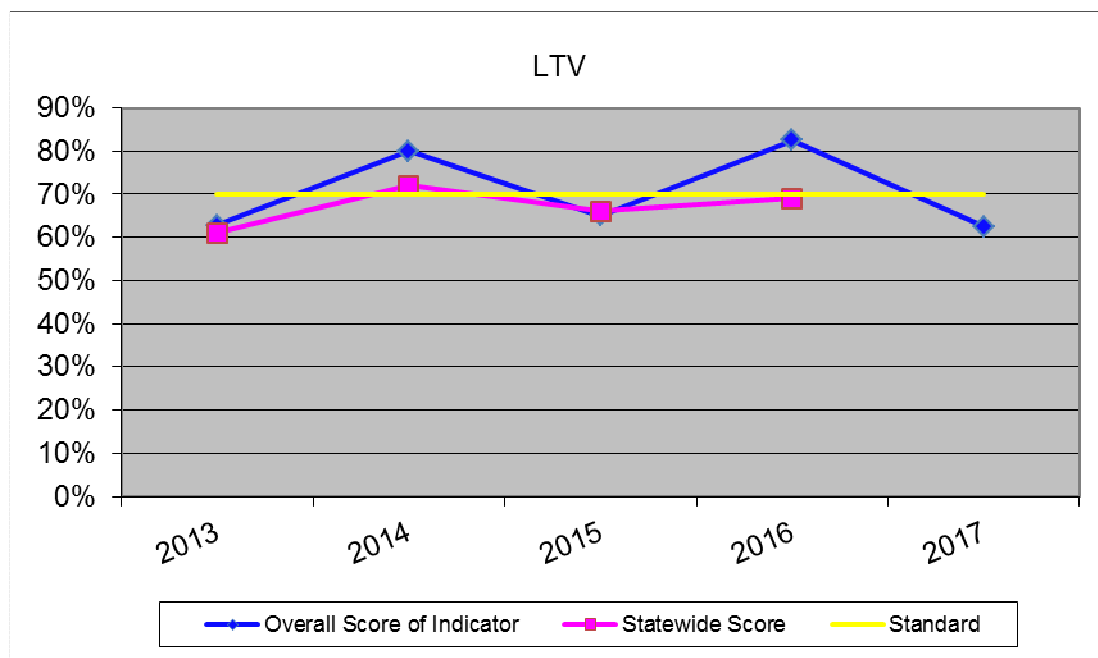
## Long-Term View Trends

The average score for the Long-term View indicator **decreased** from last year. The average score for the Long-term View indicator was the **lowest** score of all scores during the five-year period.

The overall percentage score for the Long-term View indicator **decreased** from last year. The overall Long-term View score matched the **lowest** score during the five-year period. The Long-term View score was **below** the standard this year.

The regional overall score for the Long-term View indicator was **below** the FY16 statewide score for this indicator.

Long-Term View					
	2013	2014	2015	2016	2017
Average Score of Indicator	3.89	4.37	3.95	4.18	3.80
Overall Score of Indicator	63%	80%	65%	83%	63%
Statewide Score	61%	72%	66%	69%	



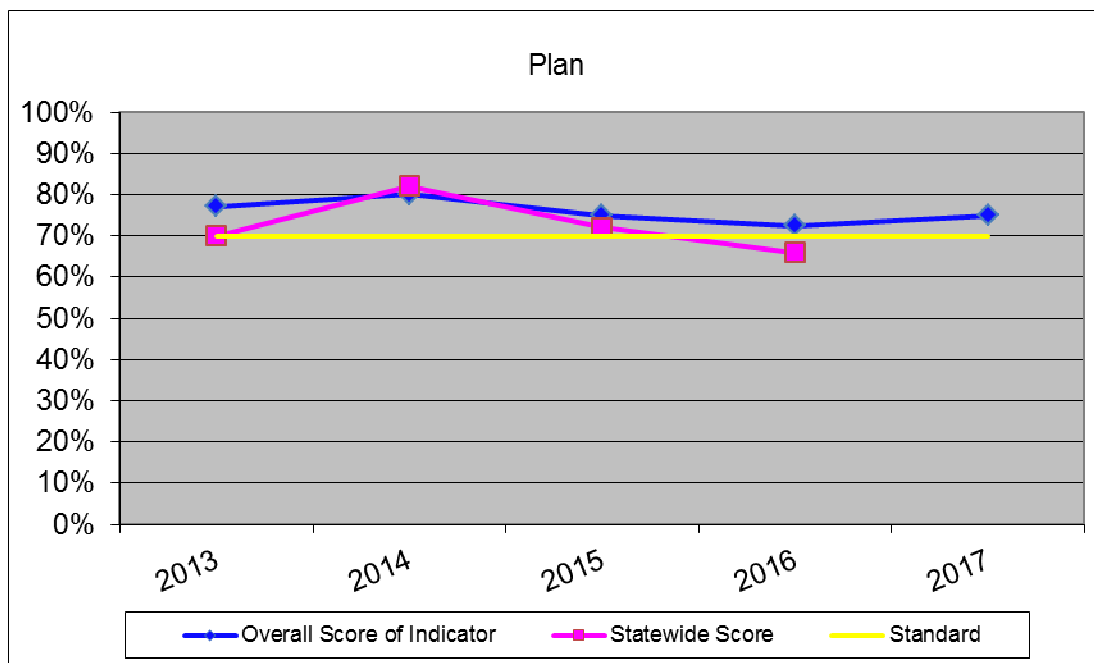
## Child and Family Plan Trends

The average score for the Plan indicator **increased** from last year. The average score for the Plan indicator was in the **mid-range** of all scores during the five-year period.

The overall percentage score for the Plan indicator **increased** from last year. The overall Plan score was in the **midrange** of all scores during the five-year period. The Plan score was **above** the standard this year.

The regional overall score for the Plan indicator was **above** the FY16 statewide score for this indicator.

Child and Family Plan					
	2013	2014	2015	2016	2017
Average Score of Indicator	4.00	4.14	4.00	3.95	4.00
Overall Score of Indicator	77%	80%	75%	73%	75%
Statewide Score	70%	82%	72%	66%	



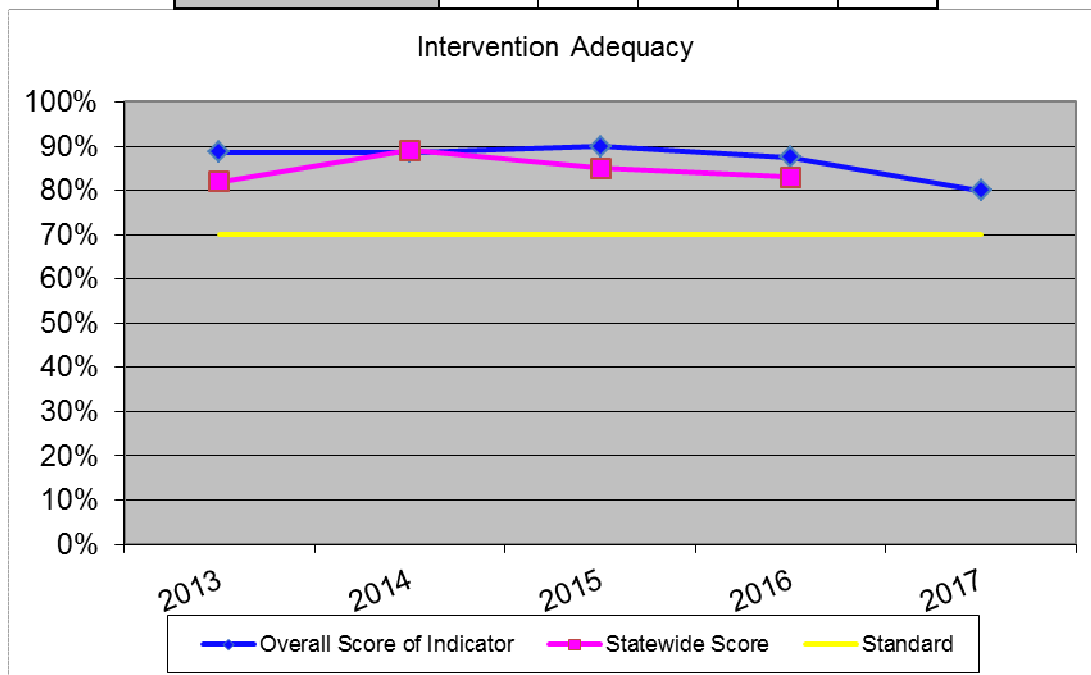
## Intervention Adequacy Trends

The average score for the Intervention Adequacy indicator **decreased** from last year. The average score for the Intervention Adequacy indicator **was the lowest** score during the five-year period.

The overall percentage score for the Intervention Adequacy indicator **decreased** from last year. The overall Intervention Adequacy score was in the **lowest** of all scores during the five-year period. The Intervention Adequacy score was **above** the standard this year.

The regional overall score for the Intervention Adequacy indicator was **below** the FY16 statewide score for this indicator.

Intervention Adequacy					
	2013	2014	2015	2016	2017
Average Score of Indicator	4.43	4.37	4.30	4.43	4.13
Overall Score of Indicator	89%	89%	90%	88%	80%
Statewide Score	82%	89%	85%	83%	



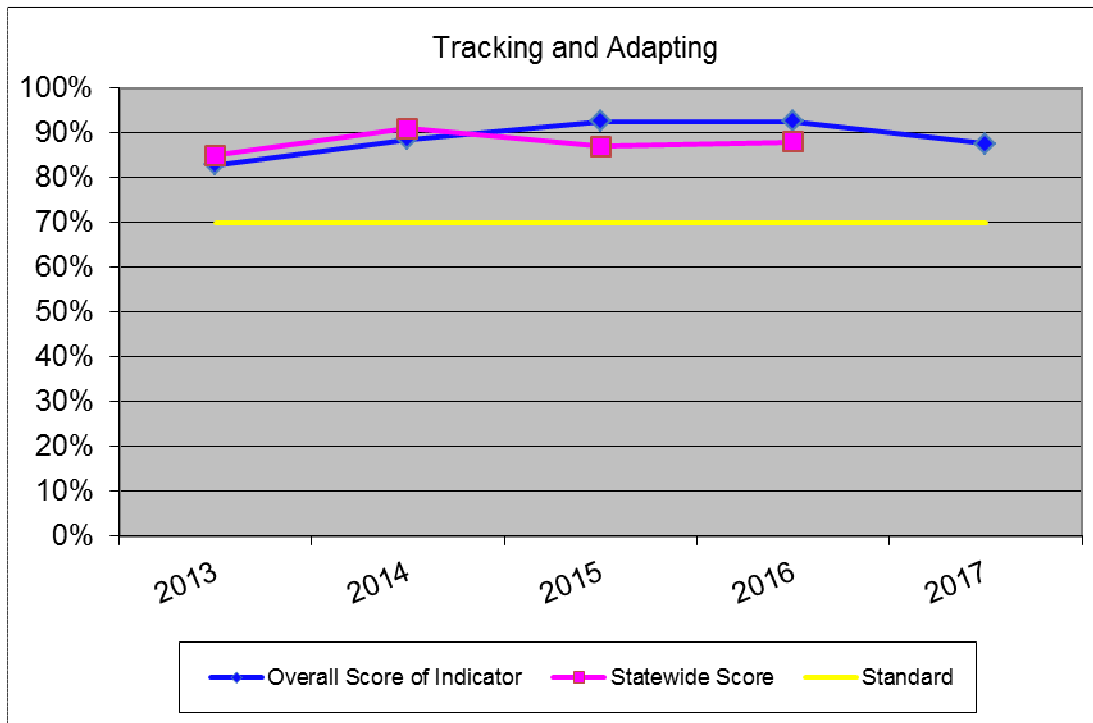
## Tracking and Adaptation Trends

The average score for the Tracking and Adaptation indicator **decreased** from last year. The average score for the Tracking and Adaptation indicator is the **lowest** score during the five- year period.

The overall percentage score for the Tracking and Adaption indicator **decreased** from last year's score. The overall Tracking and Adaptation score was in the **mid-range** score of all scores during the five-year period. Tracking and Adaptation was **above** the standard this year.

The regional overall score for the Tracking and Adaptation indicator **matched** the FY16 statewide score for this indicator

Tracking and Adaptation					
	2013	2014	2015	2016	2017
Average Score of Indicator	4.40	4.51	4.63	4.43	4.38
Overall Score of Indicator	83%	89%	93%	93%	88%
Statewide Score	85%	91%	87%	88%	



## **VII. Summary and Recommendations**

### **Summary**

During the FY2017 Northern Region Qualitative Case Review (QCR), strengths were identified about child welfare practice in the Northern Region. It is clear that there is commitment and hard work devoted to ensuring the safety and well-being of the children and families.

The Region scored well on Overall Child Status with a score of 85%. Safety remained above the 85% standard. All other Child Status indicators (except Prospects for Permanence) were also above the 70% standard and ranged from 100% in Family Connections to Prospects for Permanence which scored 58%

The region scored 80% on Overall System Performance which is below the overall System standard of 85%. The region performed particularly well in Tracking & Adaption which scored 85% and Engagement and Intervention Adequacy which both scored 80%. The region also met or exceeded the standard on Long-term View and Assessment both of which scored 75%.

Despite the many indicators which met the standard it is concerning that all the System indicators declined except Teaming which experienced no change from last year and was already below the standard. Long-term term view also dropped below the standard this year.

### **Recommendations**

When Systemic indicators fall below the standard of 70%, the region develops a Practice Improvement Plan (PIP) designed to improve practice in these areas. Teaming and Long-term View are the only Systemic indicator to fall below the standard, therefore the PIP should focus on strategies to improve the practice around Teaming and Long-term View.

The Program Improvement Plan for Northern Region can be found at:  
<http://dcfs.utah.gov/reports/>